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DIRECTOR OF ARMY SAFETY (DASAF)

ur Army continues to lose Soldiers to accidents at the unacceptable rate of nearly one per day. Even more disturbing is the fact that 71 percent of accidental deaths in fiscal 2005 occurred behind the wheel in POVs or at the controls of tactical vehicles. For the fourth straight year, the Army's accident rate has continued to climb. Since 1 Oct., 2005, our Army has lost 47 Soldiers – more than a platoon – while driving.

The U.S. Army Combat Readiness Center serves as a knowledge center for all loss across the Army. As we study fatalities, materiel losses and injuries to determine root causes, the following trends emerge:

- Junior leaders are the ones making decisions "where the rubber meets the road" that determine safe execution or unnecessary loss.
- Failure to apply and enforce the most basic standards along with indiscipline is killing Soldiers.

The most disturbing trend is an increase in leaders who are personally involved in accidents. Those same leaders who should be enforcing standards and mitigating risk are the ones having the accidents. In fiscal 2005, 33 percent of the Soldiers killed in POV accidents were in the rank of E5 to E7. Historically, the highest risk age group was 18 to 24 years old. More recently, all age groups under 40 share the same death rate per 1,000 Soldiers.

■ Most deaths do not occur during complex missions but in peripheral or off-duty events. Well planned, closely supervised activities -- even those of high risk -- are safer than unsupervised actions and perceived low-risk activities.

The USACRC has a myriad of tools and initiatives for leaders to put into their kit bags as they continue to manage risk and get the job done.

■ A suite of in-resident and online training in Composite Risk Management is available, including more than 1,700 courses through Combat Readiness University.





BACKGROUND



he U.S. Army Combat Readiness Center, located at Fort Rucker, Ala., was founded as the U.S. Army Safety Center in the mid-1970s, and was originally focused on curbing Army aviation accidents during the post-Vietnam era. The Army has seen a myriad of changes over the past 30 years in Army aviation and how it addresses the accident/incident rates that continue to rob the service of its most precious resource – America's sons and daughters.



In the mid-1990s, the U.S Army Safety Center found itself in a transition period as the Army force downsized and consolidated following the first Gulf War. Functioning like the National Transportation Safety Board (NTSB) for the Army, the Safety Center, and safety practices throughout the Army focused on lagging indicators that were collected from the Accident Investigation Process. Although these lagging indicators provided valuable information to Army leadership, they contained limited insight into accident root causes, trend information, and potential courses of action to correct deficiencies and prevent similar accidents.

The horrific events of Sept. 11, 2001, changed the way Americans view their surroundings. Those events also functioned as a catalyst for some of the greatest changes in how the Department of Defense approached our national defense. Whether termed transformation, or a revolution in military affairs, the Global War on Terror has required new strategies against a new and emerging enemy. In 2003, Defense Secretary, Donald Rumsfeld, recognized the enormous impact accidental loss had, and continues to have, on the readiness and capability of the DOD. Secretary Rumsfeld ordered all Service Secretaries and Chiefs to take immediate measures to turn the "loss arrow" down, and reduce accidents by 50 percent across the Department by the end of fiscal 2005. The result of this directive for the Army was an increased emphasis and scrutiny on the products, or outputs, coming from the U.S. Army Safety Center. However, even today accidental loss reduction remains "Commanders' business."

In the words of Gen. Dwight D. Eisenhower, "when a problem gets too difficult, expand it." Brig, Gen. Joseph Smith, then U.S. Army Safety Center Commander, recognized the need for a more macro approach toward accident reduction, risk mitigation and safety. In keeping with the Army's current transformation, as articulated in the Army Campaign Plan, the Chief of Staff, Army, has been quoted saying, "we're changing while the engine's running not business as usual." In support of this guidance, the newly formed **Executive Office of the Headquarters** directed in General Order No. 5 of the Army Transformation and Campaign Plans that the U.S. Army Safety Center lead the transformation effort by becoming the U.S. Army Combat Readiness Center in January 2005.

Effective 31 January 2005, the U.S. Army Safety Center (USASC), a Field Operating Agency of the Office of the Chief of Staff, Army, under the operational control of the Director Army Staff, including mission, personnel, equipment, and resources, is redesignated as the U.S. Army Combat Readiness Center (USACRC) (UIC WOJ7AA), Fort Rucker, AL 36362, a Field Operating Agency of the Office of the Chief of Staff, Army (CSA), under the operational control of the Director of the Army Staff (DAS).

In addition to assuming the responsibilities and authorities of the USASC, the USACRC will become the Army's focal point for analyzing accident, serious incident, and combat loss reports: identifying lessons learned and tactics, techniques, and procedures to mitigate and prevent future losses.

MISSION / KEY TASKS / GUIDANCE

MISSION STATEMENT:

As directed, the U.S. Army Combat Readiness Center, as the Army's knowledge center for loss data collection, fusion, analysis, and dissemination of actionable force protection information, assists the Army with the preservation of combat power through the aggressive application of Composite Risk Management in order to preserve the human capital of the Army.

MISSION DESCRIPTION:

As a Field Operating Agency for the Army Chief of Staff, the Combat Readiness Center conducts all-source loss data collection, fusion, and analysis, and disseminates actionable force protection information Army-wide; identifies lessons learned and tactics, techniques, and procedures to mitigate and prevent future loss. The Combat Readiness Center improves systems safety through Doctrine, Organizations, Training, Leader Development, Materiel, Personnel and Facilities (DOTLMPF) recommendations and actions; conducts

targeted Composite Risk Management (CRM) training and integration; certifies safety and occupational health training; and investigates selected Army accidents. The USACRC further preserves combat power by functioning as the Army's "Knowledge Center" for loss collection, conducting data warehousing, data-mining, and analysis, and by leveraging all available technologies to develop training, programs, and initiatives, which assist commanders in the field to protect their formations and prevent avoidable loss.

KEY TASKS:

- 1. Collect, analyze and distribute loss prevention knowledge Army-wide.
- 2. Conduct selected Centralized Accident Investigations and provide Army-wide recommendations to prevent future loss.
- 3. Conduct safety and CRM training in support of Army, DOD and Joint Service safety training requirements.
- 4. Collect Army accident data and information, to include "near-miss" data and data-mining, then apply predictive analysis in order to enhance the Army's accident prevention capability.
- 5. Conduct independent life-cycle management system safety oversight and intervention of acquisition programs, to enable appropriate acquisition risk decision making and to maximize the development and deployment of safe, effective, materiel systems and product improvements.

- 6. Research and develop methodologies and tools to transition loss intervention from analysis through preventive to predictive solutions.
- 7. Act as principle advisor and direct interface to the Army Chief of Staff, Army Secretariat, and Office of the Secretary of Defense on all matters of Army loss prevention, while working in unison with other services to develop unity of effort and information sharing on "best practices," to further improve collective combat readiness.
- 8. Develop, coordinate and disseminate Army safety program policy, direction and guidance to all Army commands and agencies.
- 9. Monitor Army Safety Program effectiveness.
- 10. Support appropriate funding to provide an effective Army Accident Prevention effort.





GUIDANCE:

It is incumbent on every Soldier,
Department of the Army Civilian, and
civilian contract employee assigned or
attached to the USACRC to internalize
and personify the USACRC's strategic
vision for the future, "tell our story" at
every opportunity throughout DOD,
be good stewards of the resources
provided, and demonstrate the "BeKnow-Do" ethic by "Owning the Edge"
in every facet of their professional
lives. USACRC personnel must remain

active listeners and concentrate on "what the field needs" by remaining responsive and relevant to our Army Commands and subordinate Service Components, who work/interact daily with the geographic and functional Combatant Commanders. Only through this level of commitment can the USACRC continue to succeed in driving the loss arrow down, preserving the combat readiness of the force, and changing the Army culture.

STRATEGIC COMMUNICATIONS PLAN

he U.S. Army Combat Readiness Center, like any other service provider, is only as good as the customers who use the product. Having said that, the true measure of effectiveness for any USACRC program is determined by accident avoidance, risk mitigation and preservation of combat power and readiness Army-wide, all very difficult measures to quantify.



However, before any metrics can be applied to determine the effectiveness of a program, there must first be a viable plan with a set of relevant products and services, directed toward a target audience or customer. The USACRC's Strategic Communications Plan is designed to do just that: get the message out. In January 2006, the USACRC launched the Own the Edge campaign to target all Soldiers. Brig. Gen. Joseph Smith, Commander of the USACRC, clearly articulates the thrust of the new campaign:

Our Army continues to fight the Global War on Terror with our Soldiers fighting two active campaigns against a determined enemy. More and more of our active and reserve component forces are returning home hardened combat veterans. They've been on the edge in Iraq and Afghanistan and see themselves as combatants in every aspect of their lives.

This mindset has become clear to me as I've traveled and talked to Soldiers, NCOs, and officers. They don't want to be viewed as the "geeky guy on a moped who is decked out in safety gear." They are warriors. This mindset presents a unique challenge to leaders who are trying to manage risk. As leaders, we want to capture the energy and intensity that comes with being on the edge, and channel

it in a more constructive way. We want to teach how to think, not what to think. This enables warfighters to manage risk and operate in a deliberate manner so they Own the Edge.

The Combat Readiness
Center continues to serve
as the knowledge center
for all losses, helping
commanders connect the
dots on loss prevention by
providing leaders with tools
to manage risk. We know
Soldiers are on the edge, but
we want them to Own the
Edge through Composite
Risk Management, or CRM.

As we start 2006, our Army is launching a new campaign to get the CRM message down to first-line supervisors and individual Soldiers. CRM enables every Soldier to Own the Edge, no matter where they are in the fight. CRM teaches Soldiers how to think—not what to think—and challenges them to be smart about managing risk. This concept puts individual Soldiers and leaders in control of how far on the edge they can operate.

When Soldiers wake up each day—whether in combat, training or off-duty—we want them to ask themselves one simple question: "What could take me out of the fight today?" If you are fighting in Iraq or Afghanistan, it could be the enemy. However, if you are driving home on a four-day weekend, it could be fatique,

speed or alcohol. Even in combat, it's more likely you'll be taken out of the fight by an accident or hazard than by the enemy. No matter the threat, the most effective way to counter risk is CRM.

Composite Risk Management

Once Soldiers internalize CRM, they begin making smart risk decisions wherever they are—be it in theater, in garrison, at home, or on the road. Safety transcends from nothing more than a separate paragraph in an operations order or an afterthought during mission planning to something instinctive and intuitive. With CRM, Soldiers become more lethal and ready so they're not just on the edge, they Own the Edge!

Commanders in the field, partnered with the USACRC, must continue to work in unison to change the culture of our Army and turn the loss arrow down. Only through this unity of effort can we achieve the synergy needed to enable Soldiers and leaders at every level to Own the Edge.



1. BACKGROUND.

a. In a letter dated Jan. 31, 2005, the Secretary of the Army and Army Chief of Staff directed the creation of the USACRC through reorganization within the U.S. Army Safety Center, Fort Rucker, Ala., (Table of Distribution and Allowances [TDA] Unit Identifier Code [UIC] W0J7AA) using, but not limited to, existing authorizations. The expanded scope of the new USACRC and safety transformation will enable the Army to preserve combat power and enhance combat readiness with cutting-edge effectiveness.

b. Furthermore, USACRC was directed to advance the principles, understanding and practice of CRM and serve as a collective knowledge center for all Army loss: combat, accident and other. CRM will focus on sustaining readiness and managing all risks—those posed by the enemy, environment, materiel and systems, and human error—logically shifting from an accident-centric to a Soldier-centric focus.

c. This changed mission required a reorganization and shift in focus from the USASC structure and mission. However, the USACRC continues to function as a CSA Field Operating Agency. The Army Safety Office also continues to exist, but has now expanded its responsibilities in Washington, D.C., to focus on compliance and policy and serve as a field liaison to HQDA. The USACRC Commander retained the role of Director of Army Safety who reports to the Director of the Army Staff. The USACRC remains the Army's focal point for analyzing accidents, serious incident and combat loss reports while identifying lessons learned and tactics, techniques, and procedures, or TTPs, to mitigate and prevent future

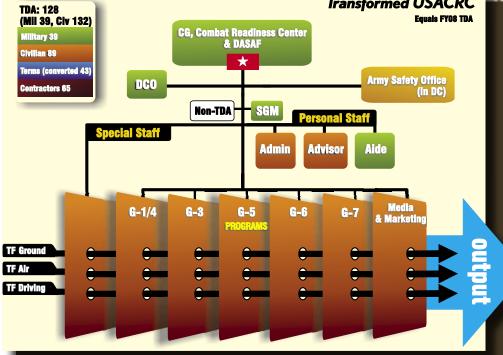
loss. Accident investigation processes remain unchanged; however, the USACRC will establish new processes to leverage information from Army organizations in order to collect, distill and distribute knowledge on losses that affect our combat readiness.

d. Implementation of this concept plan requires additional positions to execute it. The USACRC has added 43 term civilian positions which will convert to Permanent positions in fiscal 2008 in order to sustain new mission requirements over time.









(1) TRANSFORMED USACRC.

The USACRC operates as a metric organization. There are three major focal areas of combat power loss assessed daily by three task forces: Ground, Air, and Driving. These task forces work across the USACRC's G Staff and gather data that, once turned into knowledge, will advance the principles, understanding and practice of CRM in the field. A brigadier general serves as the commander and the Director of Army Safety. Figure 1 shows the overall structure of the USACRC as a flat organization.

Figure 1. USACRC Structure



(2)COMMAND AND STAFF. The Command and Staff is made up of 23 personnel: six authorized military, two Reserve Component military, eight civilians and six contractors. Of those positions, 16 were transferred from the USASC TDA and one term hire. Figure 2 outlines the Command and Staff section.

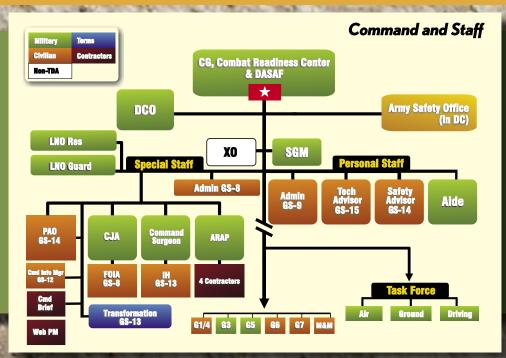


Figure 2. Command and Staff

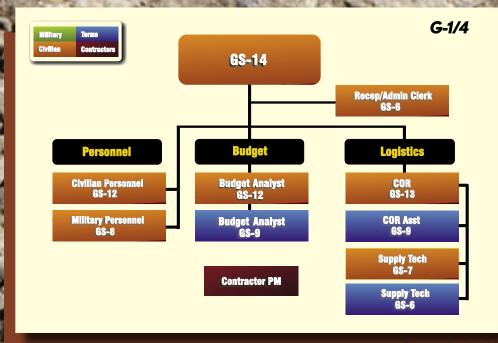


Figure 3. G-1/4

(3) **G-1/4.** The G-1/4 is responsible for all USACRC resources including personnel, budget and logistics. The **Budget Division is responsible** for program objective memorandum or POM, submission and, when dollars are available, funding execution. The Personnel Division is responsible for all personnel actions including contractor hires. The Logistics Division maintains all contract and supply support. The G-1/4 is comprised of 10 civilian positions, seven of which were transferred from the USASC TDA and three term hires. Figure 3 shows the layout of G-1/4.

(4) G-3. Figures 4 - 6 outline the structure of the G-3, which will design and implement an integrated and automated loss report process for the Army. The process will evolve from an analog, accidentcentric knowledge base to an automated, single-entry, multiple-use system to provide actionable knowledge to Army leaders throughout current and future formations. This knowledge will facilitate the application of CRM and allow leaders to focus on risk mitigation efforts to maintain combat power. G-3 is comprised of 52 positions: 21 military, 11 civilians, 12 term hires and eight contractors. G-3 has little depth and accomplishes the mission by cross-training their personnel. It is imperative that G-3 staff is kept at 100 percent with no under-lap in order for the USACRC to be able to conduct investigations.

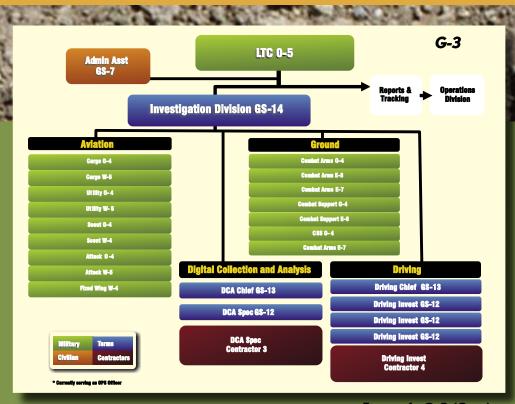
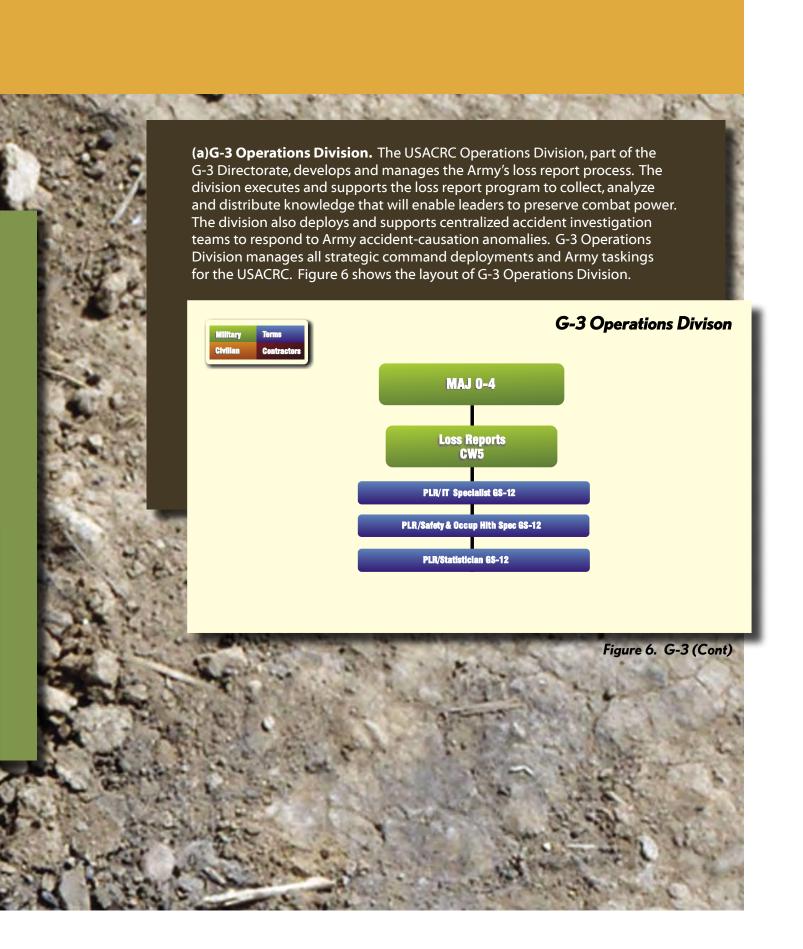
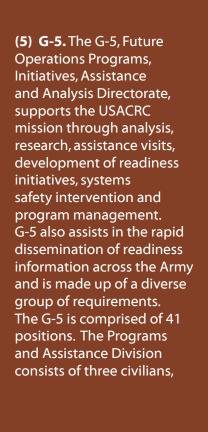


Figure 4. G-3 (Cont)







seven term hires, and two contractors. The Futures and Initiatives Division consists of three civilians. The Operational Research and Systems Analysis Division is comprised of eight civilians and two contractors. The Lifecycle **Management Systems** Safety Division consists of one military, five civilians, one term hire, and seven contractors. The directorate is headed by a military Colonel and has a term hire administrative assistant. Figures 7 and 8 show the layout of G-5.

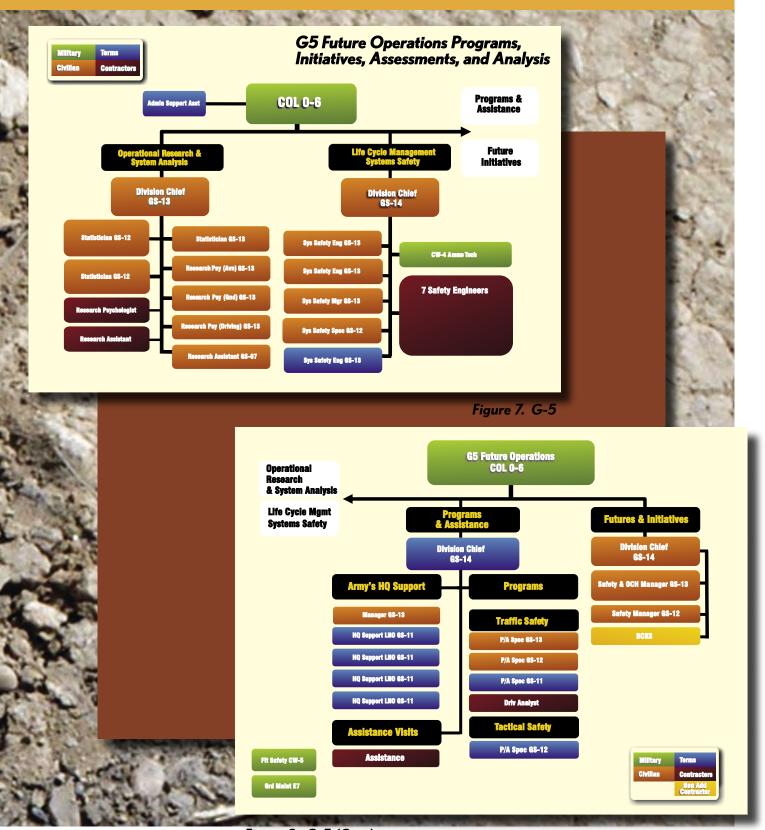
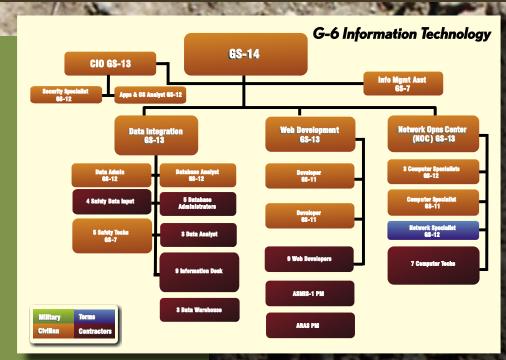


Figure 8. G-5 (Cont)

(6) G-6. The G-6 is responsible for providing, managing and supporting the Army's knowledge center for loss through state-of-the-art information systems and networks in both an unclassified and classified 24/7 environment. G-6 is responsible for communications and information planning, resourcing, testing, training, implementation and sustainment of these systems by meeting the Army ClO/G-6 vision of transforming from an old platform-based information technology environment to a more customer-based, net-centric environment. G-6 is comprised of 64 personnel: 21 civilians, one term hire, and 42 contractor employees.

The Data Integration Division provides total data management through the collection, dissemination and sustainment of all loss reporting, quality control processes, administration and development of database management systems and data transformation services, analytical services support, business intelligence technologies, and information dissemination. The Web Development Division establishes and maintains internal and external Web-based delivery and knowledge systems in support of the Army and the USACRC mission. The Web Development Division also provides application development, e-learning solutions, Web site design, Web server sustainment and creation of other tools to assist the field with relative and timely loss prevention information. The Network Operations Center ensures the total

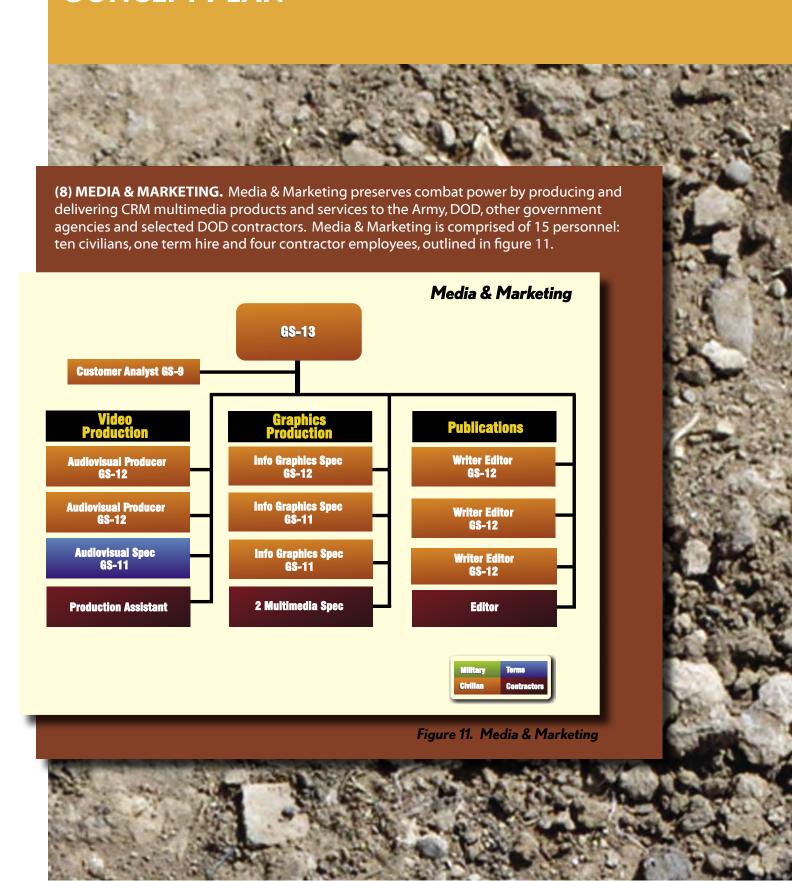


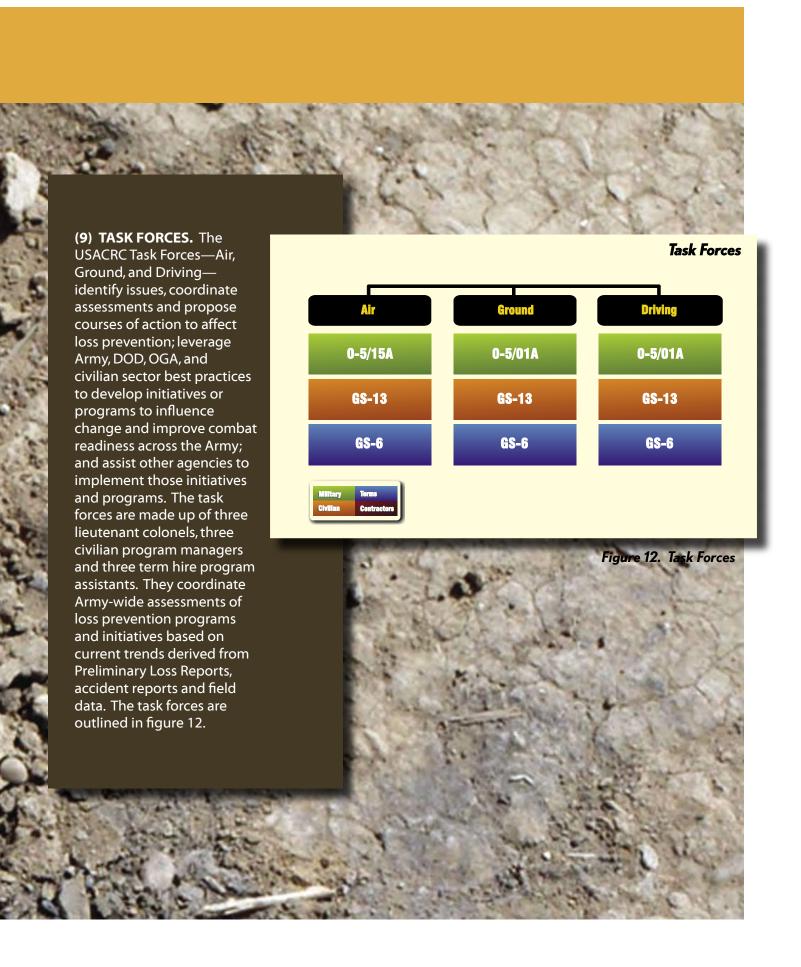
network infrastructure and client support services are available 24/7. The NOC also provides technical expertise and assistance in addition to network management and systems administration. Finally, the NOC ensures all IT systems are in compliance and meet security requirements and that all client and server systems are free and clear of intrusions. Figure 9 outlines the G-6 staff.



(7) **G-7.** The G-7's mission is to design, deliver, monitor, evaluate, document, administer, manage, improve, and sustain safety, occupational health and CRM training. The goal is to provide the Army with trained safety professionals (both military and civilian), informed commanders and additional duty safety NCOs and officers, and improved technical and professional skills and capabilities. G-7 consists of 36 personnel: seven military authorizations, 12 civilians, 11 term hires and six contract employee, as shown in figure 10.









2. METHODOLOGY.

a. The concept plan will be executed by phasing in additional personnel requirements. The USACRC's organizational structure will consist of 39 military and 132 civilian requirements for a total of 171 TDA requirements. The initial requirements will be resourced using existing USASC TDA (39 military and 89 civilian authorizations) and UIC (W0J7AA). Civilian requirements exceed the military due to the long-term nature of the accident prevention process, which can take three to five years depending upon the program. Military personnel

rotate out of assignments every two to three years. Civilians provide the continuity and long-term stability necessary to ensure proper oversight and execution of the USACRC mission. The USACRC operates as a CSA FOA at Fort Rucker. All civilian requirements are located at the Fort Rucker installation.

- b. The USACRC was established on Jan. 31, 2005. The TDA with an E-date of Oct. 1, 2005 shows the first attempt at the new structure of the USACRC TDA.
- c. The workload-driven requirements have been identified and resourced

incrementally using current identified military and civilian authorizations. As USACRC stands up and moves toward the HQDA-directed construct, it will be necessary to initially use GS term hires and contractor personnel. Request the United States Army Manpower Analysis Agency conduct a manpower survey within 24 months of the USACRC stand-up, tentatively between January and February 2007.

d. Benefits of the reorganization include coordinating selected combat loss investigations; creating a focal point for the formulation

and integration of CRM Armywide; creating an automated Army loss reporting system; facilitating data mining and predictive analysis; expanding CRM communications processes; and researching and developing digital CRM tools as well as a significantly enhanced catalog of resident and distance learning training programs and Army loss prevention products. Only through a continued and concerted effort of all members of the Safety Coordinating Panel, the Joint Services Safety Council, DOD and senior civilians can the Army hope to harness the collective resources of all members and begin driving the loss arrow down. The USACRC remains committed to this endeavor and is poised to continue leading the way in helping the Army and DOD to manage this enormous task during continued efforts in the Global War on Terror.

3. MANPOWER ANALYSIS.

a. The USACRC manpower requirements are based on the structure of the USASC. The USACRC will be organized with a command and staff section; G-staffs including G-1/4, G-3, G-5, G-6 and G-7; a media and marketing division; and three task forces for a total projected 171 assigned personnel (39 military and 132 civilian).

These 171 members will act as the Army's focal point for analyzing accident, serious incident and combat loss reports, and identify lessons learned and TTPs to mitigate and prevent

future loss. The USACRC will continue to provide Army leadership with PLRs within 24 hours of receiving accident reports; investigate select Army accidents; provide coordination on select combat loss investigations;

create a single-entry, multipleuse automated loss reporting system; and perform predictive loss analysis. Additionally, it will coordinate and collaborate with other Army organizations and military services, including federal, state and local agencies, to identify and adopt or adapt best practices, strategies, policies and doctrines for preventing loss as well as develop processes, structures, training and education for Soldiers and DOD safety professionals. In accordance with the Army Campaign Plan, members of the USACRC remain the centerpiece of its efforts, both at home and abroad, in peace and at war, being responsive to the Army's needs through 24/7 operations.. Its civilian personnel are required to collect, analyze and process loss, assessment, and investigation data, and to disseminate loss prevention information and strategies to audiences ranging from senior Army leaders, to DOD civilian safety professionals, to Soldiers in the field. These personnel will also develop and impart the training necessary to implement CRM Army-wide. USACRC civilians will provide the long-term stability necessary to ensure proper



oversight and execution of the USACRC functions. Pursuant to the CSA and SECARMY mission directive dated January 2005, the Army Campaign Plan and National Defense Strategies, the USACRC augmented its past TDA with 43 temporary civilian positions to meet its transformational mission change. In order to sustain USACRC mission requirements over time, the positions must and will be converted to permanent positions.

b. HQDA will request a follow-up manpower survey be conducted within 24 months of the USACRC stand-up. Any future projected growth in authorizations will be supported by the requested manpower survey.

4. SUMMARY OF CHANGES. Personnel.

(1) MILITARY. Providing CRM requires the presence of safety professionals far forward and in key operational headquarters, centers and cells. As a result, the unique nature of the USACRC will remain an inherent military function. All military positions will be filled from the USASC.

- There are a total of 39 military requirements identified and authorized for fill within the USACRC. Most significantly, the three task force lead positions are manned by former battalion commanders with previous combat experience, which further lends credibility to USACRC programs and initiatives.
- All authorized military positions will transfer from within the USASC TDA UIC W0J7AA to the USACRC TDA UIC W0J7AA.
- (2) CIVILIAN. There were a total of 74 civilian requirements identified within the USASC. Of those, 72 are authorized for fill. All authorized civilian positions were transferred from the USASC TDA UIC W0J7AA to the USACRC TDA UIC W0J7AA.
- Civilian authorizations increased to 89 on the TDA with an E-date of July 15, 2005. This growth of 17 civilian positions is the direct result of military-to-civilian conversions.
- Projected civilian requirements for Oct. 1, 2005 are 132. Currently, 89 of these requirements are authorized for fill.
- (3) CONTRACTORS. The USACRC's major functions are inherently governmental and cannot be contracted out. However, well-qualified contract employees will augment the existing staff to conduct analysis or related studies.

Equipment.

The USACRC will use existing USASC equipment. Additional standard office equipment, supplies and furniture will be required for the added personnel. There are no special sets of equipment or furniture identified to support the USACRC. It is expected that items will be available from upgraded facilities and/or new purchases.





Facilities.

The USACRC has expanded by about 50 percent with the addition of 43 additional government employees and more than 50 support contractors. The USACRC will provide the Army with a muchneeded center in which scientifically derived systemic deficiencies, both human and machine, can be identified and where system safety engineering can be accomplished, human factors research can be conducted to support disciplined decision making, and predictive analysis can be conducted with the goal of reducing Army losses. This project is being coordinated with the installation physical security plan, and all physical security and required antiterrorism measures are included. Alternative methods of meeting this requirement have been explored during project development. This project is the only feasible option to meet the requirement. The Deputy Assistant Secretary of the Army (Installations and Housing) certifies that this project has been considered for joint use potential. The

facility will be available for use by other components. Sustainable principles will be integrated into the design, development and construction of the project in accordance with Executive Order 13123 and other applicable laws and executive orders.

Appropriation funding requirements.

The USACRC will use existing USASC appropriation funding (OA22). There will be additional annual funding (UFR) requirements of \$3.5 million in the year of execution and the budget year for salaries and benefits for term and contract hires. These costs will be accounted for in the POM and out years – fiscal 2008 and out.

Organizational or standardization impact.

The USACRC will not have an organizational or standardization impact. The USACRC concept plan conforms to existing Army organizational structures.

Recommended e-date and justification.

The USACRC provisionally implemented this organization on Jan. 31, 2005. Request that Oct. 1, 2008 be the official E-date that coincides with the POM

implementation date.

Readiness impact.

The current Army Risk Management Program is not holistic and thus not postured to meet the challenges of a transforming army at war and the new generation of Soldiers. The USACRC will have a positive impact on Army readiness by providing a centralized focus on holistic and composite loss, which will help it immediately recognize trends, develop lessons learned and rapidly communicate them to Army leadership.

UICs and names of units affected.

HQDA General Order 5, dated Aug. 8, 2005, directed USACRC to assume UIC (WOJ7AA), previous USASC UIC.

Identification of thresholds, if any, in Army Regulation 5-10 that will be breached.

None.

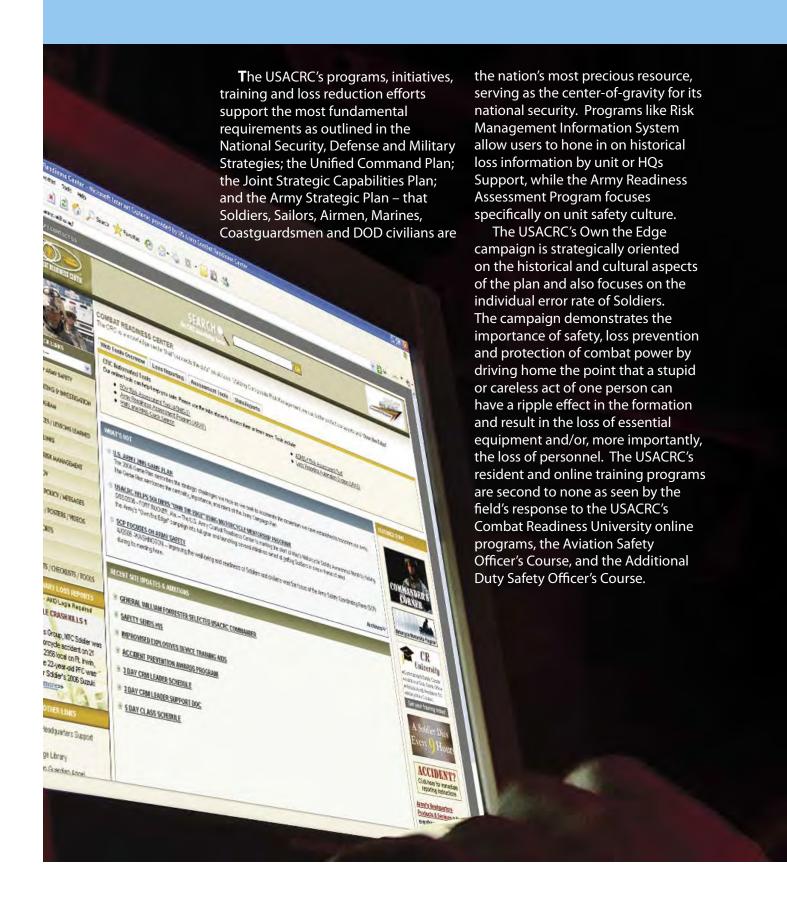
Known or possible political sensitivities that should be made known to the ARSTAF.

None at this time.

Point of contact.

Ms. Barbara Ransum, CSSC-R, DSN 558-2371, commercial (334) 255-2371.

PROGRAMS AND INITIATIVES



The USACRC will continue to harness the power of the Web and automate the once laborious prospect of submitting lengthy accident and/or loss reports. Likewise, the USACRC will continue its focus on preserving readiness through loss prevention programs while helping other services, staff agencies and directorates harness the enormous capabilities that are present in the joint arena. Additionally, active dialogue and coordination at forums like the Safety Coordinating Panel, and Joint Service Safety Council, will help drive the DOD loss arrow down. We don't care who gets the credit as long as the force is protected.

SOLDIER LOSS PREVENTION INITIATIVES

- Strengthen safety infrastructure (+106)
- Predictive analyses using data warehouse
- Own the Edge Campaign
- "9" website
- Preliminary Loss Report
- Loss Reporting Automated System
- Army Traffic Safety Program
- Army Safe Driver Training
- Motorcycle Mentorship Program
- Accident Avoidance Course
- ASMIS2
- ARAP
- Online Commander's Safety Course
- Online Commander Toolbox
- ACTF
- Digital data recorders
- CRM integration into TRADOC
- Learning Management System
- RMIS
- Assistance visits, assessment visits by I&E
- Commander's Corner
- Battle Command Knowledge System (BCKS)
- Policy
- Certification
- ARFORGEN
- Accountability



THE WAY AHEAD

LINKAGE:

In consonance with the USACRC's transformation came a great number of initiatives, starting with the new strategy known as Composite Risk Management. Brig. Gen. Joseph Smith described it best when he said, "When Soldiers learn, understand and apply the CRM concepts and tools, they can Own the Edge without even knowing they are managing risk because it becomes instinctive, intuitive and predictive."

The strength of CRM lies in its simplicity, a more holistic approach toward all aspects of loss. In short, it does not matter if the Army loses a Soldier to a privately owned vehicle accident, a drowning accident during water survival training, or as a result of combat action; the net loss is still the same. That Soldier is no longer available for duty, which is a loss or decrement to the Army's overall readiness.

Although founded on the bedrock of Army regulation, the USACRC is no longer focused solely on compliance-based safety programs where "no" was a common answer by safety professionals across the force. The CSA reminds the force daily that "we are an army and nation at war." Army Soldiers can ill-afford to be risk averse. Rather, Soldiers need to find innovative ways to mitigate risk, preserve combat power and while thwarting the enemy during the Global War on Terror.

The U.S. Army Combat Readiness Center remains

focused on the specified and implied tasks as articulated in the National Security Strategy, National Defense Strategy, and the Army Strategic and Safety Campaign Plans. The USACRC must continue to weave this thread throughout its strategy in order to remain focused on the CSA's desired end state while transcending the lines between tactical and strategic levels of war and command.

Our long-term strategic vision must remain centered on programs and initiatives that support: Transforming America's **National Security Institutions** to meet the Challenges and Opportunities of the Twentyfirst Century (NSS); aid in the development of an Active Layered Defense, and Continuous Transformation, while maintaining a Capabilities-Based Approach and Managing Risks (NDS); while simultaneously retaining adequate flexibility to shape and modify the USACRC's roles and mission in order to set the conditions for our Army to achieve the agility needed to build a tailorable force focused on Soldiers and their families. In short, our vision and strategy for the future is simple: leverage the Web-based technologies of the 21st Century, and provide commanders in the field with the requisite tools they need to make better informed decisions to mitigate risk and preserve combat power so every Soldier in the formation can truly Own the Edge.



FUNDING:

The USACRC must continue to lean forward and seize every opportunity to capture, expand, and capitalize on lessons learned, unit successes/TTPs and new technologies while simultaneously continuing to spread "our message" to the field using every available communications means. Remaining realistic, however, we must also recognize that our ability to execute this robust and aggressive campaign plan requires resources and active leader participation. Every director, division chief, and safety professional in

the organization must be an active member in the solution if we are going to continue to remain relevant to the Army. We know that resources remain scarce throughout DOD, and we cannot afford to squander or misuse a cent. We need to squeeze every dime and get a dollar's worth of results. If a program does not yield high-end results, cut it and direct our efforts to those that provide appreciable benefits and measurable results.

Our program objective memorandum for fiscal 2008 through fiscal 2012 must be well thought out and articulated to preclude unnecessary funding requests in order to eliminate waste. We all are stewards of this finite resource. The USACRC will continue to maintain its five-pillar approach to our funding strategy: assessments, training, integration, strategic communications and base operations. Only through careful articulate development and analysis of our quad charts, in each of these five pillars, can we hope to secure the funding necessary to continue our all-important work -protecting America's sons and daughters and improving our Army's combat readiness.



The U.S. Army Combat Readiness Center will continue to develop, integrate and sustain Department of the Army with a dynamic combat force capable of enhanced mission success due to a heightened awareness and understanding of Composite Risk Management; proactive and independent lifecycle management/systems safety oversight; specialized safety training; and superior informed decision-making abilities at all levels, IOT facilitate continued transformation of the force, while simultaneously providing commanders with Soldiers who understand how to manage risk and Own the Edge. Our enhanced, deliberate, coordinated, and revolutionary approach toward Army cultural change, risk mitigation/loss reduction initiatives, and CRM can only be sustained through adequate funding of finite resources.

"Own the Edge"

BG Joe SmithUSA Commanding





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